



Long Beach Police Department and Human Resources Department

R.O.I.

Recruitment

Retention

Staffing

Chief Anthony Batts
Kevin Boylan

9-12-06

Human Resources

Introduction

Recruitment
&
Retention

Kevin Boylan, Director

Historical Perspective

- ◆ Availability of Military Veterans
- ◆ Tight Labor Market
- ◆ Affordable Housing
- ◆ Competitive Compensation
- ◆ Fewer Sworn Officers
- ◆ Result: Adequate Supply of Qualified Candidates

Recruitment Challenges

- ◆ Departmental Growth
- ◆ Increased Housing Costs
- ◆ Increased Transportation Costs
- ◆ Healthy Job Market
- ◆ Less Competitive Compensation
- ◆ Result: 32% Reduction in Applicants
Between 2004-2006

Retention Challenges

- ◆ Law Enforcement Is Traditionally a Stable Workforce
- ◆ Between 1999- 2003: Limited Losses to Other Law Enforcement Agencies
- ◆ Between 2004 – Present: Significant Increase In Number of Officers Leaving To Work For Other Agencies

Addressing Recruitment Issues

- ◆ Aggressive Marketing Campaign
- ◆ Increased Billboard Advertising
- ◆ Expanded Diversity Outreach
- ◆ Dedicated Sworn Recruitment Team
- ◆ Long Beach Police Expo
- ◆ Establish Finders Fee
- ◆ Create Incentives For Lateral Transfers

Addressing Retention Issues

- ◆ Discussions With POA On Longevity and Base Pay Increases
- ◆ Chief Exploring Workplace/Operational Programs
 - Examining Alternate Work Schedules
 - Creating Career Development Rotation Programs



Long Beach Police Department

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Crime Reduction

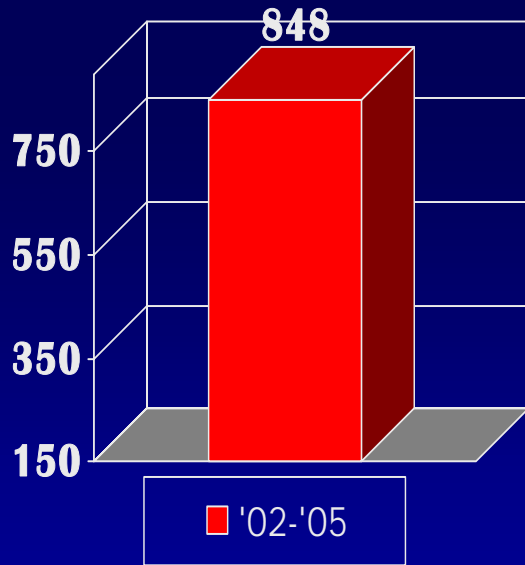
<u>Crime</u>	1975 vs. 2005			2002 vs. 2005		
	<u>1975</u>	<u>2005</u>	<u>% Change</u>	<u>2002</u>	<u>2005</u>	<u>% Change</u>
Population	353,600	491,564	39%	472,412	491,564	4.1%
Violent Crimes	3,189	3,410	6.9%	3,615	3,410	- 5.7%
Violent Crimes per 1000	9.02	6.94	- 23.1%	7.65	6.94	- 9%
Total Part I Crimes	26,317	17,016	- 35.3%	19,440	17,016	- 12.5%
Total Part I Crimes per 1000	74.4	34.6	- 53.5%	41.2	34.6	- 16%

R.O.I.

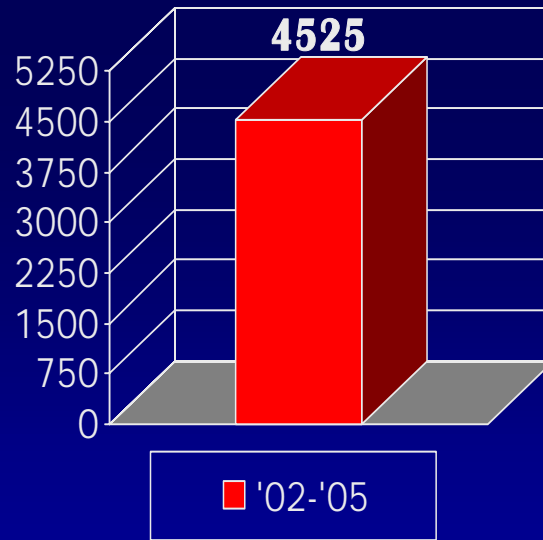
Crime Suppression Stats

2002 through 2005

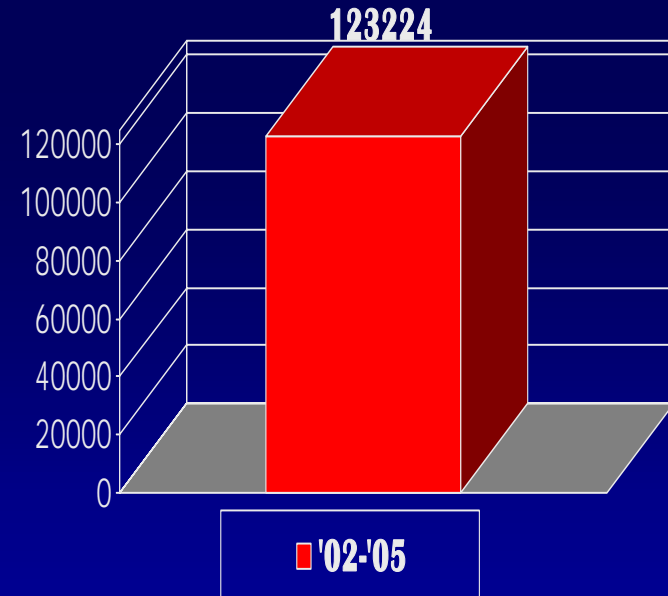
Search Warrants



Weapons Seized



Arrests

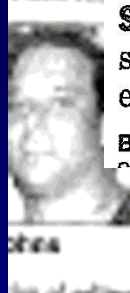


Headlines

Meth suspect is held

Drug: Police say man turned North L.B. home into an

by Police
not with
LEAD: B
not through
circumstances
made home
nearly non
effective
ended: Th



Safety: Police statistics

Web sex sting in L.B. on TV soon

Crime: Police co with watchdog "Dateline NBC" crew to catch nearly 40 suspects.

Authorities rented a home in a quiet Los Altos neighborhood, and used two youthful-looking 18-year-old actors to pose as adolescents from 11 to 14 years of age, Cannan said. Perverted Justice staffers lured suspects to the home through Internet relationships built over the course of two months or two days. "Frag Off, the alias of Perverted Justice's assistant director of operations, said his group's work has led to 76 convictions. About 200 are awaiting their day in court. Not all predators are pedo-

In all, there were 31,881 crimes which sexual solicitation, other forms of predation reported to police make cult for authorities to p numbers that accurately sent the problem. According a 2001 study conducted U.S. Department of Ju Office for Victims of Crim in five minors receive solicitation online, and 33 receive "aggressive" sation — ranging from a to meet in person and a call, to sending victim and correspondence th the mail. Most youths report

and they're online," Frag said. Suspects caught in the sting hailed from all parts of South-

dren's Internet lives. "We are getting paren ing us to ask us for he

Marijuana farm found

SHOULDN'T THESE KIDS BE IN SCHOOL?

Sweep targets truant



Telegram side the y.

Taser, Wong said. "What is really remarkable is the reduction of use with all our other less lethal weapons," Wong said. "It's a nice tool for us to have we're not getting hurt, they're not



The Long Beach Police Department seized a .380 semiautomatic Sig Sauer and a replica of a 9mm Hecker and Koch handgun during a sweep in North Long Beach Thursday.

Kevin Cha

Police sweep yields 21 felony arrests

R.O.I. – Professional Publications National Recognition



FEATURE ARTICLE

High-risk vehicle stops: The Long Beach PD's method

By Anthony W. Batts, Cynthia Renaud and Ted Pappas

Officer safety is of paramount importance in all we do, and Long Beach PD is constantly looking for ways to improve and build upon the existing skill base our officers possess. Chief Anthony Batts strongly encourages and supports innovation and advancement in all areas of police operations. To this end, tactical practices and their resulting methods of operation are challenged, vigorously tested and thereby continually sharpened so that officers are always using the best techniques available that will provide them with the most safety at all times.

One mode of operation that has been under scrutiny for some time now is our procedure for handling high-risk vehicle stops. Supervisors and members of the SWAT team voiced concerns in three main areas:

1. **Officer safety:** Several times during stops, officers were forced to leave cover to deal with multiple suspects or search a vehicle, thus exposing themselves to a potential crossing situation.
2. **Current and emerging tactics:** Current and emerging tactics were not being employed during car stops. Long Beach PD uses Emergency Action Teams (EATs) to resolve both firearms and uniformed situations. These EATs were not being used to deal with suspects and clear the vehicle, yet officers were trained to use them in other similar situations in which engagement of suspects became necessary.
3. **Lack of flexibility:** The current stop procedure provided no flexibility for dealing with varying levels of threat. Once the suspects were extracted from the vehicle, it was

The Long Beach, Calif. Police Department has approximately 1,000 sworn officers serving a population of close to 500,000. Long Beach is the second largest city in Los Angeles County and the fifth largest city in the state of California. The Long Beach PD is the second largest municipal police department in L.A. County.

mandatory to place them in the felony prone position in an open area between the suspect and officers' vehicles.

Officer Ted Pappas, a seven-year member of the SWAT team currently assigned to the Advanced Officer Training staff, began a detailed process of researching a better way to perform high-risk vehicle stops. The resulting procedure is the collaborative effort of several SWAT team members focused on incorporating continuity in training and the use of Emergency Action Teams (EATs) during high-risk vehicle stops. The entire concept behind this method is to flexibly use contingency teams that call out one suspect at a time without disturbing the other officers who are holding on the barricade. The high-risk vehicle stop now used by the Long Beach PD addresses and answers several previous areas of concern by providing the following:

- Ability to avoid dealing with multiple suspects at the same time.
- Ability to avoid dealing with suspects directly behind the suspect vehicle and in front of the police vehicles where there is little to no cover for an officer's presence.

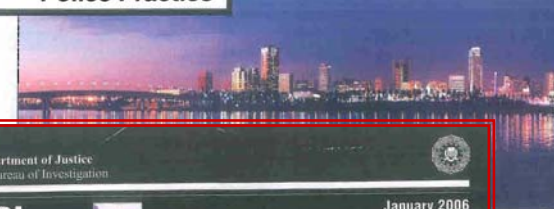
- Ability to gain as much cover as possible for officers by allowing them use of the engine block instead of just the car door.

- Flexibility in choice of responses to the level of threat.
- Use of police vehicles for stationary cover as well as providing moving cover, if needed, to approach and clear the suspect vehicle.
- Use of as many resources as necessary, such as the ballistic blanket, less-lethal weapons, AR15, shotgun, K-9 and helicopter.

Steps in performing the high-risk vehicle stop

Unit positioning (Diagram 1): A minimum of three police vehicles are required to properly perform this high-risk vehicle stop. The primary unit (vehicle #1) will park two and one-half car lengths (or approximately 45 feet) directly behind the suspect vehicle. The secondary unit (vehicle #2), which will later become the arrest vehicle, will park directly left of the primary unit, but slightly angled towards the left and away from the suspect vehicle. This allows the EAT

Police Practice



U.S. Department of Justice
Federal Bureau of Investigation

January 2006

FBI Law Enforcement Bulletin



Coordinating Special Events

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Police Service Priorities

- ◆ LB Voices Order of Importance
 1. 911 Calls
 2. Violent Crimes
 3. Gang Activity
 4. Drug Activity
 5. Property Crimes
 6. Patrols
 7. Prostitution
 8. Traffic Laws

Recruitment to Police Officer Timeline



Recruitment Efforts

- ◆ Word of Mouth
- ◆ Civil Service-Hiring Process Review
- ◆ Employee Referrals
- ◆ College Campuses
- ◆ Military Bases
- ◆ Job Fairs
- ◆ Out of State Recruitment
- ◆ Finder's Incentive
- ◆ Billboards
- ◆ Advertising
- ◆ Out of Area Tours
- ◆ Churches
- ◆ Advisory Groups
- ◆ Civic Groups
- ◆ Police Explorers & Cadets
- ◆ Search and Rescue

Competitive Job Market

- ◆ Approximately 30 million more Baby Boomers than Gen-Xers -- Millennial Generation equal in number to Boomers, is now only reaching their 20's.
- ◆ "...by 2010 , there will be 10 million more jobs nationally than there are qualified workers to fill them."
- ◆ "Between 2002 and 2012...an estimated 68,000 peace officers will need to be hired with an estimated 30,300 as a result of separations."
- ◆ "...Law enforcement related positions are the highest priority for federal hiring with a goal of 37,000 people over a period of two years."

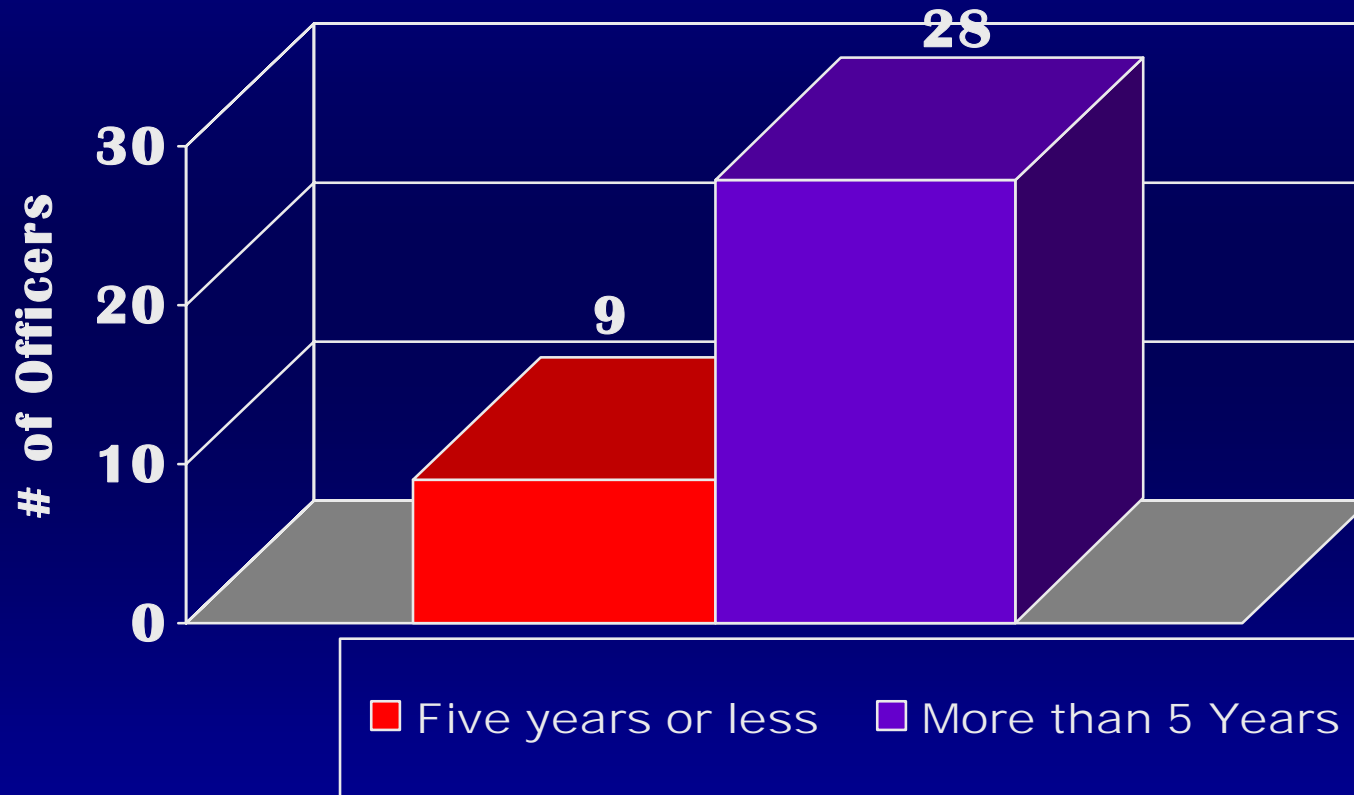
Source: POST –Recruitment & Retention Best Practices Update, April 2006

Background Selection Process

- ◆ College Recruiting Concept
- ◆ Personal Orientation Briefings
- ◆ Physical Fitness Training
- ◆ Command Team Greetings
- ◆ Telephone Tree

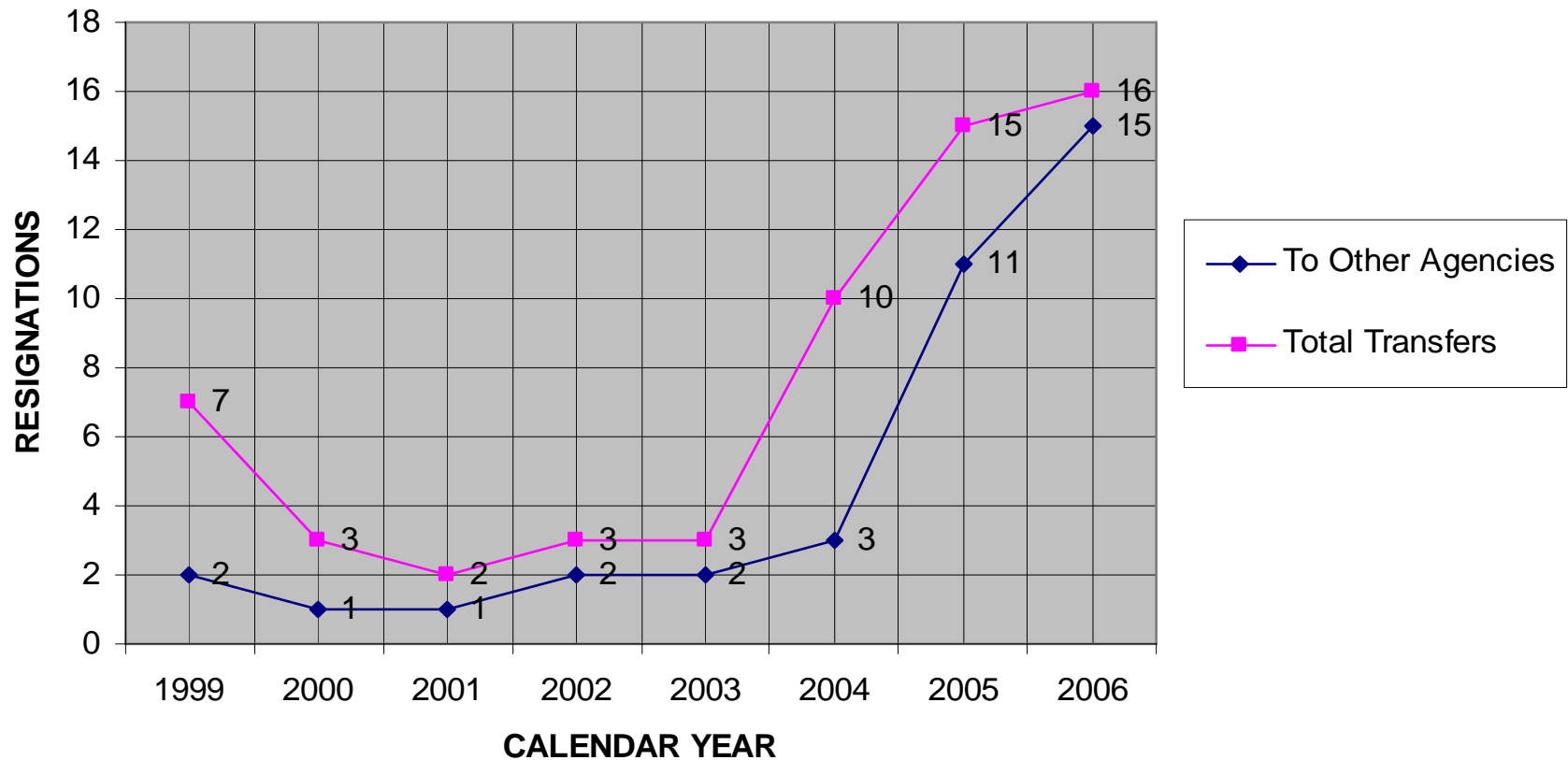
Longevity of Resigned Officers

Officers Transferring to Other Agencies
1999-2006



Retention Statistics

**RESIGNATIONS PER YEAR
(AFTER TWO YEARS OF SERVICE)**



Resignation Reasons

◆ Wages/Benefits

- Workload vs. Available Workforce
- Job Assignment Limitations
- Rotation Restrictions
- Vehicle/Equipment Availability
- Restructuring Impacts
- Level of Expectation

Long Beach Police Department



In Conclusion